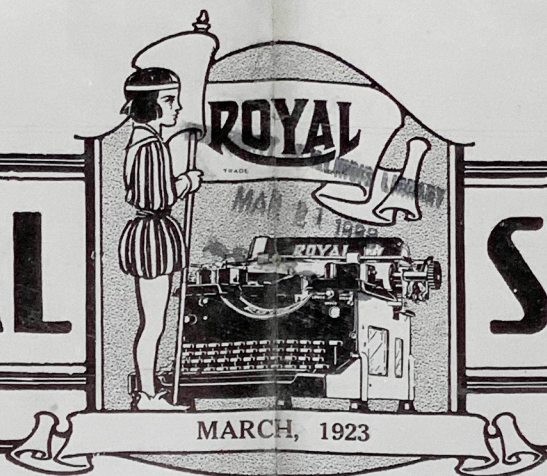


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*The* **ROYAL**

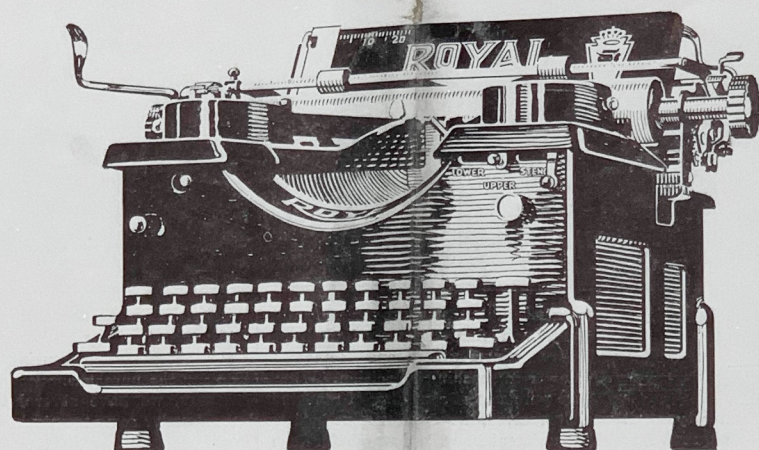


**STANDARD**

VOLUME EIGHT

MARCH, 1923

NUMBER THREE



Time changes standards  
in typewriters. Your sten-  
ographer's finger tips and  
your pocketbook are both  
sensitive to these changes.  
The Royal Typewriter is  
the finest typewriter you  
can buy, today.

*"Compare the Work"*

**ROYAL**

Trade

Mark

TYPEWRITERS



## TALKING PROSPERITY HELPS BUSINESS

Keep Plenty of Examinations Out and Talk Good Times—Orders Follow

By F. L. Gallup, Mgr.  
Boston Office



One of the best things that a man can do to help his business is to talk prosperity. Everybody is interested in talk of general prosperity throughout the country, provided what you tell him is founded on facts and is reliable. It seems to me, however, that the talk of general prosperity without talking about ROYAL prosperity, fails to get the message across, and I have found it my personal experience, and with salesmen, that if you talk prosperity and then talk ROYAL prosperity along with it, you are pretty sure to get a good response.

If every salesman would keep as many examinations out as he could possibly take care of and then talk ROYAL prosperity, sooner or later he will find a community will respond. After hearing this prosperity talk a good many times, and bringing the typewriter in many offices, it is sure to get the spirit, and before long people will be talking about the ROYAL TYPEWRITER COMPANY as a comer. This prosperity talk, however, must be genuine and must be just as good talk as the typewriter is, or any machine. Therefore, it is necessary for the salesman to keep posted on facts, before he attempts to repeat them.

When a salesman keeps a sufficient number of examinations out and continues this process of speaking prosperity to a point where his prospective customers have a feeling that the ROYAL really is "The Machine" they will find that it has a great deal to do with cutting down sales resistance, and the more sales organization overcomes the sales resistance, the easier it is going to be to sell ROYAL Typewriters and the better the sale will be. A lot of profit is lost in the sale of merchandise on account of the time and work required to cut down sales resistance.

### FACTORY NEWS

On Top

Production figures are constantly climbing upward. To keep pace with these figures requires plenty of work and thought, but "To the Swift is the Race."

The departments listed below have the best record for production for the months of January and February.

In selecting these departments, the following conditions are carefully considered:

1. Production department records.
  2. Least number of shortages.
  3. Extreme shortages.
  4. Total employees (under or over quota).
  5. Labor turnover.
- Department 9, Foreman Mr. J. J. Harrington.  
Department 2, Foreman Mr. H. E. Snow.  
Department 18, Foreman Mr. J. Godfrey.  
Department 5, Foreman Mr. J. Jacobson.  
Department 1, Foreman Mr. W. Berg.  
Department 29, Foreman Mr. E. A. Gustafson.

Can these departments hold their

We are glad to have the opportunity of publishing below some pictures of the Royal Typewriter Company, Ltd., Montreal, Canada.

The picture at the top shows the exterior of the headquarters at Montreal and the sales force. In the lower left hand corner shows the executive force and the sales force. In the lower right hand corner an interior of the Montreal sales office.

#### PHOTO BELOW

Back row: J. A. Bray, M. J. Maguire, salesman; F. H. Bydwell, shipper; T. C. Gavin, collections and credits; J. S. Dunn, salesman, Montreal; C. L. Cox, head of service department. Middle row: G. E. Meloche, accountant; W. J. Underwood, salesman, Montreal; E. J. Robinson, executive department; W. A. MacLean, manager, Montreal sales; Armand Roy, E. J. Gray, Montreal salesman. Front row: Miss E. De Witt, stenographer; H. J. Heron, assistant treasurer; Miss Wiener, stenographer; J. M. Hackney, managing director; Miss D. Martin, employment manager; Miss I. A. Goodenough, stenographer.



### SELLING TYPEWRITERS IN CANADA

By J. S. Dunn, Montreal Salesman

The problem of selling typewriters in Canada is one that requires careful study.

Here one has to be familiar with three policies of doing business, viz.: Canadian, English and French.

Owing to our patent and custom laws, ideal labor conditions and natural power facilities, hundreds of the leading American manufacturers have found it to their advantage to establish manufacturing plants and branches throughout our country. Some of these plants and offices are under American management, but the Canadian policy of purchasing is carried out. This means that if Royal Typewriters are being used at the home office, often the same machines will be purchased for the Canadian organization, providing of course, that they receive the same service as that given in the United States.

However, it is possible to sell Canadian branches other typewriters than those standardized on by the American organization. Cases such as these depend upon the authority of the Canadian management for independent purchasing, the ability of the typewriter salesman handling this business and the strength of the organization back of him.

The Canadian policy of purchasing is somewhat similar to that of the

American, but the typewriter salesman will find the Canadian buyer more conservative and somewhat slower in reaching a decision. Where the purchase of a number of machines is involved, he is more inclined to experiment in a small way before considering standardization. This calls for resourcefulness and hard work on the part of the salesman to eliminate indefinite decisions. To offset this, however, once the Canadian buyer reaches a decision in your favor, future competitors will have a difficult task in taking this customer away from you.

The biggest users of typewriters in Canada are the railways and banks.

In railways we have the Canadian Pacific and the Canadian National, the latter being operated by the Dominion Government, both of these companies cover approximately 40,000 miles. Imagine two such vast systems to serve a population of about 9,000,000. The purchasing of these two immense companies is done in three offices, the Canadian Pacific have general purchasing offices in Montreal, with a divisional office in Winnipeg; the Canadian National, under the recent consolidation, have their purchasing office in Montreal. To secure this business it practically means double selling. The salesmen throughout Canada have to create the desire of the divisional officers to requisition for Royals, and immediately notify the Royal Typewriter Co. office at such point where the request is sent for

approval, so that the salesman handling that business will sell the official to the extent of securing his sanction for the purchase.

Banks, we have several thousand, but all under some twenty head offices, in fact, more than half of these are controlled by three. In the selling of typewriters to banks the same system must be followed as that laid out for railways.

The English policy of doing business is still more conservative than the Canadian, but the same remarks apply to them as to the Canadian buyer—once a decision is reached, it is unalterable.

The French business policy, to one not familiar with their customs and language, might appear somewhat different to the other two, but once you become acquainted with both, you will find them open to conviction and inclined to reach a decision on any proposition which will improve their present system.

Selling typewriters in Canada is an interesting occupation to the man who is resourceful and willing to work.

### CANADIAN M. A. D. FOR FEBRUARY



W. A. MacLEAN  
Montreal



H. P. LEWIS  
Ottawa

Miss L. Henke, who by her more than fifteen years of continuous employment as chief clerk of the assembling department, has demonstrated her incomparable worth and willingness to co-operate with all.

Miss McKone, assistant forelady in Department 25, whose years in the employ of the Royal, speak for themselves. Others will cheerfully testify to her efficiency.

#### Satisfied Employees

One of the big factors in the running of a large plant or department on an economical basis, is the problem of labor turnover.

Listen to this: Department 5-6, Mr. J. Jacobson, foreman, and Department 3, Mr. L. C. Froebel, foreman, had a labor turnover of only about 1/2 of 1 per cent. for the months of January and February.

There must be a reason. Let's all find it. Visitors to the Plant

It is always with a great amount of pride that visitors are accompanied on a tour of the factory. Pride, in that a model plant will always bear inspection; pride in our methods of production; pride in the personnel of the large body of intelligent employees who turn out such a high grade product, and last but not least, pride in meeting and knowing our visitors, especially those who represent the marketing of our product.

Last month's list of visitors included the names of Mr. W. A. Johnston, Royal dealer, Knoxville, Tenn.; Mr. Robert E. Strong, Credit Mgr.; Mr. Franz Knots, subdealer to Mr. J. Lesti, Austria; F. G. Heylman of the foreign department, New York.

(Continued on page 3, bottom of col. 4)

## HAVING A GOAL SPURS EFFORT

M. A. D. Club is an Inspiration as Well as Something to Shoot At

By Clem B. Riddle, Mgr.  
Memphis Office

A goal to work for is always encouragement for a salesman. The M. A. D. Club is that goal. It is certainly an honor to be a member and wearing the ring shows distinction. Ofttimes people ask what this ring signifies. When a man can say that it is a mark of honor on account of his having sold a Machine A Day it raises the salesman in the customer's estimation and makes it easier for him to proceed with his argument.

Very often salesmen and managers come in the office feeling blue and as though there wasn't any business to be secured. An encouraging remark will oftentimes change a man's point of view and put him on his mettle at once. One of the best things for giving a man courage is to realize that by efforts he can win distinction and recognition from the company. Possession of the ring is an evidence of this recognition.

Very often in talking to customers they will wonder how a man can sell typewriters. I have heard some of the best salesmen I have ever met in other lines say that they couldn't sell typewriters, and wonder how it is done. When you are able to tell them that you have sold a machine a day, and that you have been recognized by the company by being presented with the ring, they cannot help but give prestige.

I believe in using all of the material that is sent out from the New York office as an inspiration or advertising that will assist in securing sales. If a man can carry something to his customer that he has received from New York in an inspirational way, or which furnishes information, it gives him an entree which you and I otherwise would not have. Many customers appreciate suggestions that you take to them of this kind.

We know it is a fact that as I said above, that salesmen and managers will sometimes feel blue, that a word of encouragement or inspiration will set them to work.

Ofttimes you can go to another man's office with a good piece of printed matter or letter or some inspirational material that you have received from the Home Office, tell that to him, and you will brighten him up, encourage him to do his work better, and the result is that you will make it easier for yourself. Many strong friends for salesmen for the company are made this way. I believe in showing my customers everything that is of a helpful nature to me, as it is very likely to reflect helpfulness in them.

MAKE FIRE

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Impression I  
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By E. C.  
Ba



enthusiastic confidence. tion for you only means ing the com is by you. you than he you represent the only m represents y at this part sibility to your prosper is only one and that is placing you your listene own position proach him like to be a of you both

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## MAKE FIRST THREE MINUTES COUNT

Impression Determines Future Action—Demonstrations Get the Business

By E. G. Dodge, Manager  
Baltimore Office



Make your first three minutes count. It is then when you create a favorable or unfavorable impression. Your listener not only analyzes your message, but analyzes you. Present your message in an enthusiastic way and it creates confidence. You build the foundation for your future work. The only means the man has of judging the company that you represent is by you. He is more interested in you than he is in the company that you represent. Remember you are the only man in all the world that represents your company to this man at this particular time. Your responsibility to your company as well as your prospect is tremendous and there is only one way to measure up to it and that is by using your head and placing yourself in the position of your listener and putting him in your own position. In other words approach him in the way that you would like to be approached, if the position of you both were reversed.

I believe that many sales are made in the first three minutes of an interview and I also believe that many sales are lost in the first three minutes. How about your first three minutes? Do you control them by creating an atmosphere of confidence and interest or are you just satisfied to stumble along in any old way? Every man cannot be approached the same, but experience is the greatest teacher of what to say and how to say it in a manner that carries conviction, confidence and goodwill.

Would you buy an automobile without first asking for a demonstration? Would you buy a suit of clothes by calling up your tailor to pick you out a set and measure you over the phone? Of course you wouldn't. In fact you would not even order a cigar in a strange cigar store that does not carry your own brand.

When it comes to buying, the public spend a good portion of its time in comparing merchandise and necessities of life. The typewriter business is no different from any other. Every sale of a ROYAL is due to a demonstration. Never has a ROYAL been sold that someone who is interested in the purchase directly or indirectly, visible or invisible, has not received at some place, somewhere, sometime, a demonstration of a ROYAL typewriter. Therefore, the logical conclusion is to increase sales increase demonstrations.

Sales are based entirely on demonstrations. The fewer demonstrations made the fewer sales. The more demonstrations made the more sales. It is not always possible to secure an order from every demonstration immediately, but it is true that every demonstration made is building goodwill and brings future business.

A good portion of sales that are being made right now are the result of demonstrations of weeks and months ago. The efforts of this business are cumulative. A man's work does not always show results the same month and it is the hard constant

everlasting "at it" that brings the man's record up.

The ROYAL is a wonderful typewriter to demonstrate. Its appearance, superiority, advantages, quality of work and action are points which are so far above competing makes that the ROYAL really is in a class by itself. The machine makes it easy for us to demonstrate, as its efficiency creates 75 per cent. desire on the part of the buyer to possess it.

It is up to us, as distributors of typewriters to put the finishing touch on what has already been a most favorable impression. The best time of course to sell is at the time of demonstration. At this time the buyer is most interested and ready to do business. If a trial is necessary, limit to a few days and keep constantly in mind that when the customer signs the order that you are rendering him not only value received but that you are actually rendering him a greater service than he is rendering us.

## NATIONAL ACCOUNTS

Announcement is made of the appointment of M. C. Hull as assistant sales manager in charge of National Accounts. Mr. Hull's promotion is the result of a record established during the time he has represented this company in New York, Ohio and Pennsylvania, and bears out the company's policy of appointing its executives from the ranks whenever possible, rather than from outside sources.

The National Accounts Department is a comparatively recent development in the Royal organization. Its function is to bring about a closer and more effective co-operation between the main office and the various branches and dealers, in all matters pertaining to users of more than one hundred typewriters. Its main purpose is to assist salesmen by full use of the facilities offered by the organization, to get this business.

A file bearing all information obtainable covering such concerns, including their branches and subsidiaries in all parts of the country, is being maintained at the main office, and all Royal representatives will be advised as to contracts or terms applicable to these concerns in their respective territories. This will operate not only to have full information immediately available when called for, but will also make it possible to focus concerted effort on all branches of a national organization at a time when a deal is in prospect.

In the larger cities experienced salesmen have been assigned to these accounts and devote their entire time to this work. Managers or salesmen will eventually be designated in every territory in which a national organization has a main office or branch or subsidiary company, to handle these accounts as a special reservation. Service foremen have already been instructed by Mr. Schillinger as to the rendering of de luxe service at all times and in every respect.

The natural consequence of this special contact with large users will be the Royal-izing of a large majority of these concerns throughout the United States and Canada, and your commission checks will measure your co-operation.

The most important thing for a young man starting life is to establish credit—a reputation, character. He must inspire the complete confidence of others. To get on, young men should study their business thoroughly; work carefully, accurately, and industriously, and save their money. As for opportunities, there are ten today for every one there was sixty years ago.

—John D. Rockefeller.

## TYPEWRITER SELLING IS MERCHANDISING

Salesmen May Be Recruited From Other Lines—Qualities of a Merchant Important

By H. J. Closson, Sales Manager



Knowledge of merchandising and experience in merchandising methods is of primary importance to any man who expects to make a real success in the typewriter business. This business is one of merchandising in its highest sense. To be successful in selling or managing salesmen, a man must be a merchant himself. He must know the fundamentals of merchandising as applied to all selling and distribution, and at the same time he must possess specific knowledge of his own line. This is a business of details and of merchandising methods. Typewriters, being specialties, and the business highly specialized, merchandising methods have been brought to a very high point of efficiency.

In choosing men for this business, we must first examine into their merchandise experience and their knowledge of this almost scientific division of modern methods. Selling typewriters is merchandising pure and simple. The experience a man has had in other lines, where he has had to use his working knowledge of merchandising and add to it by daily contact in the selling and distribution of goods, is an important item. If a man has a thorough groundwork in modern merchandising he can acquire a knowledge of the typewriter business and typewriter selling methods, much more quickly than the man who has missed this in his training.

Often when we look around for salesmen, we lose sight of the fact that there are a great many good typewriter men outside of the typewriter business—I mean men who could sell typewriters but who have never done so. It is often a mistake to look for men who have been exclusively trained in this business when we need men to sell the goods. The number of actual working typewriter men is limited and as a rule, they are employed, especially if they are good enough for us to hire. To select our salesmen from the ranks of working typewriter men only, narrows the field down pretty small. Outside of this industry, however, are a great many good men—merchandise men—who would make excellent typewriter men if taken in hand and trained in this business.

Managers seeking to recruit their organization to full strength often complain that "there are no typewriter men to be had." This is no more true than to say that there are no more people to whom typewriters can be sold. Typewriters are sold because men go out and create the sales. They hunt up the typewriter buyer and sell him their goods. There is no such thing as a class of "typewriter buyers." They have to be made buyers by the salesmen. On the other hand, while there is an actual class of men who may be listed as "typewriter men," it often happens that the very best ones; the most successful, are men now engaged in other lines of business who will be trained in the typewriter business. Primarily, a man must be a merchant—he must have a knowledge of merchandising. If he has this quality, it is not hard to teach him the typewriter business.

In seeking salesmen, managers will do well to look around for men in other lines of business who can sell goods and who have proven it. When men of this type are found, the next step is to find out how much actual knowledge they have of modern merchandising methods. If they are up in this regard, their past experience and ability can be turned to good account, provided the managers will give them a reasonable amount of personal attention and training.

It is much easier to make a star typewriter salesman out of a man who has a thorough merchandising knowledge, even though he may know little about typewriters, than to take a young man with no knowledge at all; handicapped by youthfulness and wanderlust and try to bring him up through the stages from junior to salesman. Choose men who are natural or trained merchandisers and teach them the typewriter business. The future of this business, as far as sales are concerned, depends upon the kind of men we gather around us in the typewriter business. It is just as necessary to seek your men in new fields as it is to go to nonusers to make your new and future customers.

## The Cheerful Man

The cheerful man sees that everywhere the good outbalances the bad, and that every evil has its compensating balm.

The cheerful man is pre-eminently a useful man.

The cheerful man knows that there is much misery, but that misery need not be the rule of life.

A habit of cheerfulness enables one to transmute apparent misfortunes into real blessings.

He who has formed a habit of looking at the bright, happy side of things has a great advantage over the chronic dyspeptic who sees no good in anything.

The cheerful man's thought sculpts his face into beauty and touches his manner with grace.

If we are cheerful and contented, all nature smiles with us; the air is balmy, the sky clearer, the earth has a brighter green, the trees have a richer foliage, the flowers are more fragrant, the birds sing more sweetly, and the sun, moon and stars are more beautiful.

All good thought and action claim a natural alliance with good cheer. It is the normal atmosphere of our being.

High-minded cheerfulness is found in great souls, self-poised and confident in their own heaven-aided powers. Grief, anxiety and fear are the great enemies of human life, and should be resisted as we resist the plague. Cheerfulness is their antidote.—From "The Hudsonian."

## FACTORY NEWS

(Continued from page 2, col. 5)

### Best Wishes and Good Luck

The Foremen's Club held its regular monthly meeting, Wednesday, February 21st. Supper was served in the factory dining room. The Royal orchestra furnished the music and there was mass singing by the members of the club.

The speaker of the evening was Mr. F. J. Trinder, State Director of Vocational Education. He commended the club for its manifest co-operative spirit, after which he spoke on the subject, "Trade Schools, Their Aims and Accomplishments."

## CONFIDENCE IS VITAL

Belief in Royal Eases Effort of Selling and Makes Work a Pleasure

By G. C. Kinnaman, Manager  
Cincinnati Office

It is my earnest belief that if every industrious, intelligent, conscientious man in the organization believed in the Royal typewriter as I do, three-fourths of all the salesmen would have been charter members of the Machine-A-Day Club.



If a man is selling a good product and has such unbounded faith in it that no matter what comes or goes, he still retains that belief and faith in his product, there is nothing that will stop him. I don't care a rap how many times a stenographer tells me she prefers some other make of machine, or how many times the buyer tells me that he is going to stick to some other make of machine, it does not change my attitude or belief one particle.

If we could have every one of our salesmen believing in the same way, they would not show the white feather when they meet opposition, no matter how strong the opposition was, and by their very attitude they would be bound to swing the other fellow's mind in line with their own.

I am determined to have more Machine-A-Day men in the Cincinnati office, and aside from giving the men sales talks, etc., I am spending a few minutes each day on praising the Royal typewriter to the salesmen. I am going to fill them so full of enthusiasm and make them so cock sure that the Royal typewriter is 300% over any other writing machine that they will carry all opposition before them. They will believe as I do, that if the public knew how good a writing machine we are marketing, we would sell 90% of all the typewriters sold.

## R. C. Nichols Offers Reward

Mr. K. W. Hofer, Mr. Nichols' dealer at Manhattan, Kansas, has established a reputation for knowing everything that happens in his territory.

It is said that Jim Wyckoff, dealer at Salina, Kansas, for Nichols, sold a machine to a concern with a branch office in Manhattan. The machine was shipped at five thirty at night and the next morning at eight o'clock Mr. Hofer called up Mr. Wyckoff for his commission. This speaks well for Mr. Hofer's detective force.

Mr. Nichols offers a \$25 reward to anyone who can slip into Manhattan at night and not have Mr. Hofer know about it the next morning. Here is a good opportunity to make some money if you are a good gum shoe artist.

## BEAT THIS IF YOU CAN

The Paxton Typewriter Company, dealers at Bloomington, Illinois, report a transaction which, if repeated on a little larger scale, will soon put them in the idle rich class.

A No. 1 Royal traded in back in 1917 was rented to a local restaurant in the territory, who have retained the machine on the same basis ever since on a monthly rental which has produced, to date, a return of 1440 per cent. on the original allowance value of the typewriter.

And the machine has never been sent in for repairs during all of that time!



## Overcoming Selling Objections

By Wesley A. Stanger  
Manager, Sales Promotion Dept.

From time to time requests have been made for answers to some of the objections to buying. Frequently salesmen state specific cases and ask for assistance. In order that all may get the benefit of this, we will print two or more questions or objections each month with several answers to each. It is not assumed that the questions will always be asked nor the objections stated in just the manner they are printed here any more than it is expected that the replies can be memorized to be used as "canned" solutions. All members of the organization are requested to send in either objections or questions. An endeavor will be made to reply to them here. Do not cease with sending in one objection or one question. Send in as many as you are unable to answer or as many as you would like to have answered by some one else. In this connection an attempt will be made to submit these objections or questions to members of the selling force for their replies. This innovation in the STANDARD will either prove one of the best things we have ever done to assist salesmen or will be of no value at all. Which ever results follow depends upon the response received from the organization itself.

### ARE YOU HERE AGAIN?

I did not overlook what you told me on the occasion of my last visit, but I have been thinking about it a great deal since. I am convinced that if you knew what I know about the Royal Typewriter you would welcome me; in fact, I think you would be sending for me. This may sound fishy to you, but I am full of the idea and confident that when you are fully informed that you will be as much interested as I am. I do not expect you to grasp in thirty minutes what has taken our house decades to learn or to do. You will get it more quickly than our house did and more quickly than I did because in telling it to you I know what to leave out and can explain it in a short way. When I learned it I had to unlearn a lot as I went along. I can explain it to you so that you will have nothing to unlearn. What I have to offer you means not only actual dollars in your pocket but it means greater efficiency and progress for you. It is to your advantage that this will redound. I expect to make a profit off of the sales to you but it will take the profits from a great many before we get back the expense I have been to getting here. We are willing to continue to invest these expenses and I am willing to continue to invest my time because I believe in you and am sure that ultimately that the truth regarding the Royal will burst in on you the way it did on me. Yes, I am here again and I am full of enthusiasm and a desire to explain fully where the Royal typewriter means profit for you.

### ARE YOU HERE AGAIN?

Yes, I am here again. I have a story to tell you and I shall probably continue to call until I get a good chance to tell it to you. If you will take the time to investigate and understand my proposition you will come to the same conclusion that I have—that this proposition means even more to you than it does to me. I wonder what you would do or say if a customer came into your store, bought a bill of goods, walked out and then came back again in a few hours. I wonder if you would walk up and say, "Are you here again?" I doubt it. The reason you wouldn't is that this customer would be bringing you profits. Every time he walked in and out and spent some money it would mean profit for you.

Well, the same thing holds true with me in another way. If you will listen to my story and then follow my suggestion I will make profits for you and make them easily. Running along this way we both lose money. If we can get together we can both make money; that is the reason I am back here after being turned down so hard last time.

### ARE YOU HERE AGAIN?

You may think that you are not paying for this device of mine because you don't own it. Well, you are just the same and that is the main reason why I am back again. I know that you dislike to pay for something that you do not possess, but that is exactly what you are doing now and I came back here to tell you about it and to show you how you can stop this leak, for it is a leak. I thought that you would be glad to hear me, especially when you know that I am going to show you how to stop a serious leak in your own business and at the same time show you how you can get what you are paying for which you are not doing now. Every day that you fail to install Royal typewriters means an actual loss in real money. This money that you lose by not possessing this typewriter is what you spend for it without getting any benefit. Others are getting the advantage of the money you lose in this manner. The time alone which the Royal will save when computed in dollars on the actual basis of your payroll figures will pay for it. Once paid for it does not cease making and saving money. It goes right on, therefore wasted minutes will pay the entire cost of this device and will then turn around and earn on top of that. By not having the Royal Typewriter and spending the unnecessary time that your present method entails, you are actually paying for it but you do not own it. When I was here last I saw the absolute saving that could be effected in your business and I feel that I owe to both myself and you to come back and keep on coming until I am able to show you as much about this Royal Typewriter as I know myself. When you once become familiar with it and the saving it will make for you, there is not a question in the world but that you will buy it. I do not want to annoy you or get myself disliked, but I am so confident that I have something that you need and want that I could not help coming back if I wanted to. I have told you why I am back, now let me tell you my story about this device.

### RESOURCEFULNESS WINS

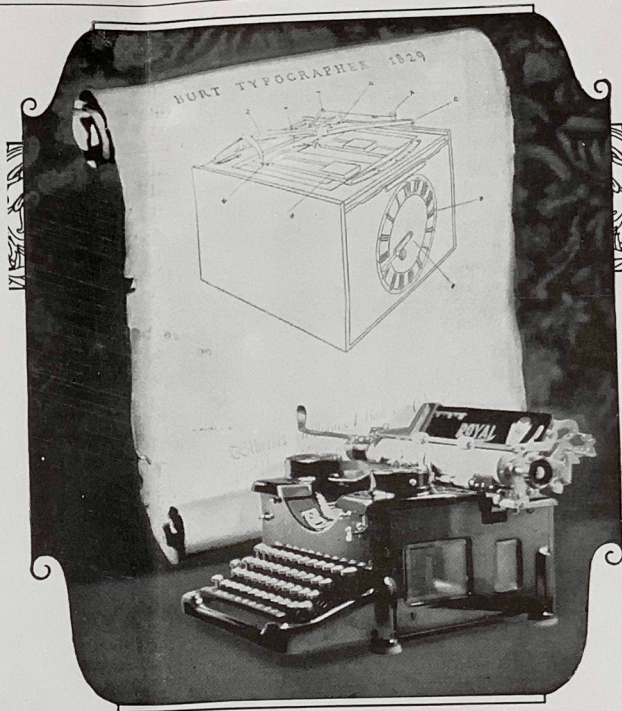
#### Salesman Took Advantage of Small Thing That Won Sale

By H. D. Cashman, Manager,  
Washington, D. C.

Resourcefulness in selling has won many an apparently lost order; revived many an examination where the prospect first said he did not care to look. Of late years they have been dressing resourcefulness up and linking it with the more fashionable Psychology. But it means the same old element that always did turn defeat into victory—a quick wit and the

This advertisement to appear in the following magazines:

Schedule	Issue	Appearance Date
Saturday Evening Post	April 7	April 5
Literary Digest	April 14	April 13
American Magazine	May	April 16



**T**HE first typewriting machine was invented by William A. Burt nearly a century ago. Between this original "Typographer" and the Royal Typewriter you have the entire range of typewriter development. The earliest was a real achievement, though crude and of little commercial value. The latest is an answer to that insistent demand of modern business everywhere—the finest quality and greatest possible volume of typewriting at the lowest possible cost per unit.

ROYAL TYPEWRITER COMPANY, Inc.  
Royal Typewriter Building, 364-366 Broadway, New York  
Branches and Agencies the World Over

Chief European Office: 75A Queen Victoria Street London, E.C.  
Principal Canadian Office: 36, Notre Dame St., West, Montreal, P.Q.

"Compare the Work"

**ROYAL**  
Trade Mark  
**TYPEWRITERS**

ability to take advantage of every legitimate means to reach the objective.

Ty Cobb was a resourceful base runner. He was nimble footed also. His speed helped a lot but quick perception, followed by instant action, was what made him great. Benny Leonard always was a resourceful boxer. They topple him from his pins at times but he never stays down. Opponents sometimes have the champion in a bad way. He either bluffs or out-talks them until his head clears.

Harry L. Rudnick, Washington,

D. C., salesman and a member in good standing of the Machine a Day Club, was on a competitive Christmas gift deal in December. The opposition machine was in high favor. Rudnick felt he was losing out when he heard children's voices in the next room. Quick as a flash he continued: "I wish to call attention once more to our enclosed feature. It not only keeps out dust but also bars inquisitive little fingers that seek to find what makes the wheels go 'round. Almost impossible with Royal!"

He got the order!

## THE BRANCH THAT THOUGHT IT WAS A TREE

(Published through the courtesy of W. L. Brann, Advertising.)

It had every right to be proud of itself—this grafted branch. In the blooming season, its flowers were large and the creamy petals red on the edges while the other blossoms on the tree were small and scraggly and dirty-white.

When Autumn changed the flowers to fruit, the apples on this branch were big, deep-red, with hearts as white as snow.

And the branch, seeing this, was swollen with pride.

"Why should I remain a part of this poor tree. I give more fruit than the rest of the branches combined. I will be a tree unto myself that men may know me and give me credit for my fruits."

The next time a strong wind blew, the branch strained and pulled and twisted and finally tore itself from the tree. The tree bled at the wound for a little time, but the gardener came along and grafted another branch in the place.

But the branch that tore itself away died very quickly.

It did not realize that the sap—the life-blood that gave it health and strength to produce—came from the roots of the tree. The branch could not see that because the tree had other branches it was able to drink in more sunshine and rain—that all the branches drew life from the soil and air and gave it gladly that the one branch could flourish and produce much fruit.

So the grafted branch, that thought it could be a tree, died. The tree lived on.

There are men who draw the very life-blood of their inspiration from the organization of which they are a part. They produce great works and are blind to the sources of their power.

They know that what they produce is better than is done by the man at the next desk, or the next bench—better, perhaps, than any man in the whole organization can make with his hands and brains.

Happy is the man who can see in the results of his efforts more than an isolated, personal achievement; who can view the organization, of which he is a part, as a whole; who can see down to the roots of it and know that from these he draws the strength and ability to achieve.

He will not be torn away by the first gust of passion or pride.

He will hold fast to the tree. He will become as much an integral part of the tree as any branch of it, and know that the fruits of his labors are the fruits of the tree—that every leaf on every branch, every root, be it as fine as a hair, helped him to bear the fruit.

"The country territory is full of opportunities. All it needs is a man who is willing to put in his time canvassing and demonstrating, and there is very little doubt but that more business can be secured in proportion of the population in the small towns than can be gotten in the larger towns."—H. H. Nunamaker, Manager, Buffalo Branch.

"Keep constantly in mind that when the customer signs the order that you are rendering him not only value received but that you are actually rendering him a greater service than he is rendering us."—Elliot G. Dodge, Baltimore Manager.

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## THE LOS ANGELES EMPLOYMENT

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## EMPLOYMENT DEPARTMENT

In the last five issues of the Royal Standard we have published articles by our Employment Managers and we are quite confident that these have been the means of creating a great deal of interest in this department.

Miss James, employment manager of our Los Angeles office, has kindly contributed another article which we are publishing in this issue.

This article indicates very clearly that Miss James has made a careful study of the many problems involved in conducting a successful employment department.

A. M. STONEHOUSE.  
Mgr. School Department.

### THE LOS ANGELES EMPLOYMENT DEPT.

#### "Sales as a Result of the Employment Department"

By Madeline O. James  
Employment Manager

Probably few people realize who have never lived in the city of Los Angeles, how very keen the competition is in respect to employment, for the reason that Los Angeles is largely a tourist's city and hundreds of girls from the East and elsewhere are seeking positions every day. Employers realize this, and having over fifty employment agencies here, feel that in order to have the choicest selection, must call two or three agencies when in need of stenographers. This means that we must necessarily give very "quick action" on each call, and get our applicant there first if possible. If there is much delay on our part, the position may be filled by some other agency, and probably a sale lost.

A successful employment department, or in other words, "ROYAL" sales, is in my opinion, due very much to co-operation; co-operating with the employers, salesmen and applicants. Nothing is more disheartening than seeking a position, and much encouragement is necessary to attract and hold the interest of the most loyal and

desirable applicants, so that they may depend on our department to secure a position for them rather than go to some other means to secure same. By doing this, we have the "right" girl available when important calls are received, and therefore, better able to give satisfactory service which ultimately means sales.

Although each applicant is instructed to report the result of interviews, frequently they are prone to forget to do so. For this reason, it is necessary to follow up positions, in order to ascertain if our applicant is interesting to them and if they wish to interview any more girls, etc., rather than wait indefinitely on a report.

When taking an employment order, one of the most valuable points to consider is "what typewriter they have," whether a Royal or some foreign make. Many times when this question is asked, the reply will be "not any as yet," in other words, they are apparently creating a new position and will need another machine in their office, or they are a new concern and in the market for a typewriter as well as stenographer.

When sending an applicant out on a position where a Royal is on examination, it is of course very important to send a girl who prefers the Royal, but my experience has been that many girls are only thinking of the employment department as a means for securing positions, but when told how much it means to us to have them loyal to our interests, they are usually more than willing to co-operate with us and do all they possibly can to effect a sale.

To find out whether each applicant is familiar with the Royal is very necessary, because most girls are diplomatic enough to state on the registration blank that they prefer the Royal, but, many times, when questioned carefully, discover that they have never even tried it. Others are truthful and say they have never operated it, and a little time should then be given to demonstrate the bene-

fits of the Royal so that they will leave the office thoroughly familiar with the machine. In this connection, we have found it advantageous to assign one salesman each morning to demonstrate the Royal for about fifteen or twenty minutes. This does not take much of the salesman's time as each salesman has only one morning a week, and these demonstrations give the old and new operators many hints and helpful suggestions which they would not know otherwise, and sometimes result in tips being furnished during the demonstration on possible sales.

Although the salesmen notify new customers as a sale is made of the employment department service, we also either send a circular or personal letter to every new customer offering our service, etc., as well as call on the large users occasionally to remind them of the employment department which has always brought about results, and is certain to build up a large increase in both employment and sales departments.

### STANDING OF EMPLOYMENT DEPARTMENTS

Below we are giving a list of ten offices showing the relative positions of each, based upon the number of sales made through their Employment Departments during the months of January and February.

No doubt our employment managers will be interested to know that while the number of sales made in January was above the average, the February reports show an increase of 37 per cent.

We wish to take this opportunity to congratulate them upon the good showing which they have made and we are looking forward to a still larger increase in March, for we believe that they are making a sincere effort to demonstrate that they are an essential part of our sales organization.

JANUARY	FEBRUARY
Chicago (1)	Chicago (1)
New York (2)	New York (2)
Kansas City (3)	Kansas City (3)
St. Louis (4)	Los Angeles (4)
Los Angeles (4)	St. Louis (5)
Cleveland (5)	Cincinnati (6)
Baltimore (6)	Philadelphia (7)
Minneapolis (7)	Cleveland (8)
Philadelphia (8)	Minneapolis (8)
Cincinnati (8)	Detroit (9)
Boston (8)	Portland, Ore. (9)
New Orleans (8)	Baltimore (9)
Atlanta (9)	Buffalo (10)
San Francisco (10)	Grand Rapids (10)
Dallas (10)	Dallas (10)
Memphis (10)	
Portland, Ore. (10)	

There is an old slogan that always holds good: 95 PER CENT. PERSPIRATION AND 5 PER CENT. INSPIRATION. In other words, DEMONSTRATION is what we want.

There is no such thing as "hard luck" in salesmanship. Hard luck is the term we sometimes use in referring to difficulties or hindrances—the circumstances that impede our progress. Yet this very resistance is indispensable to our progress. The bird with its wings and the steamer with its screw apply themselves to the hindrance of their progress and overcome them. If their motion were not obstructed progress would be impossible.

The moral of this, boys, is "competition," which is the life of any business. You men are missionaries who are going out in the business field every day, educating business men as to a better method of handling their office routine. It is the salesman who can intelligently analyze the business man's troubles, thru his knowledge of his machine and business methods, who will come out on top. You can sit in the office all day long and have one "inspiration" after another, but unless you will couple this with "perspiration," you will never get the first place.

PAUL W. JONES.  
Manager, Toledo.

## WHY CO-OPERATE?

### Success and Advancement Follow Spirit of Working Together

By Julius Schillinger, Assistant Sales Manager

There is nothing that counts so much in the success of an organization as in the complete cooperation of the employees. Unless the members of an organization work together, there is naturally a lack of harmony which produces inefficiency.

It is especially necessary in the Service Department that the spirit of cooperation prevail. This spirit of cooperation should be extended to the various departments of the branch offices as well as to the customers of the Company. Complete cooperation will lighten the work of every foreman, and every service man will create a better feeling, and build a greater success for the branch offices and for the Company.

Several years ago I ran across five paragraphs on the subject of cooperation which I copied and pasted on my blotter. They have been on my desk in front of me for a great many years. I have read and re-read them many, many times. They are reproduced below, and I would especially urge that every member of the Service Department in the branch offices read these paragraphs as they tell a bigger and better story than could be told in a great many more words.

You Should Co-operate  
"To co-operate means to assist, help

or encourage and not to hinder or knock. Two or more parties are required for co-operation. There cannot be any co-operation when only one party has the proper spirit. Nobody likes a grouch or a knocker.

"Therefore, you should become a co-operator, because experience shows that it will benefit you both financially and morally. You should co-operate both with your brother employee and with the company which employs you.

"Your co-operation with your brother employee makes both his work and yours more pleasant and sooner ended; thereby the day's work is shorter and less tiresome and you get more pleasure during your recreation hours.

"Your co-operation with the Company benefits the Company's business and in return the Company increases your wages; because business is better and because you are of greater value to the Company. Also, the Company is more interested in your comforts when you show your appreciation by your co-operation.

"Furthermore, since your co-operation with brother employee and company has promoted your general welfare, the entire community has more respect for you, which it shows by various courtesies, and you have a personal satisfaction in having done well a good day's work."

## Service Department Contest for January

### Division No. 1

#### Boston in the Lead

The Boston office holds the lead in the Service Department Contest for the month of January. This branch has been plugging hard to regain their old position, and finally came up from eighteenth place in December to the top in January. Mr. H. E. Johnson, foreman, is to be complimented on bringing his office back to the lead.

Washington again came in second. Chicago came up to third place.

Mr. H. Dougherty, foreman of the Washington office and Mr. A. Tomek, foreman of Chicago, are to be congratulated.

Below is a list showing the standing of the various offices.

1—Boston 1*	11—San Francisco
2—Washington 1*	St. Louis
3—Chicago 1*	12—Detroit
4—Atlanta 1*	13—Philadelphia
5—Hartford 1*	14—Minneapolis
6—Cincinnati 1*	15—New Orleans
7—Cleveland 1*	16—Baltimore
8—Pittsburgh	17—Buffalo
9—Kansas City	18—Los Angeles
10—Indianapolis	19—New York
	20—Dallas

### Standing of Branches in Division No. 2

#### Dayton Again In First Place for January

The Dayton office again came into the lead for the month of January in the second division of the Service Department Contest. This branch held first place for December. Mr. H.

Wisener, foreman, sure is a hustler and we again compliment him on keeping this branch in the lead.

Birmingham came up from twenty-third place in December to second place in January.

Youngstown came in third. Mr. J. A. Sheldon, foreman of the Birmingham office and Mr. J. Davidson, foreman of Youngstown, are to be congratulated.

Below is a list showing the standing of the various offices:

1—Dayton 1*	22—Bangor
2—Birmingham 1*	23—Peoria
3—Youngstown 1*	Providence
4—Columbus 1*	24—Springfield, Mass.
5—Harrisburg 1*	
6—Jacksonville 1*	25—Davenport
7—Springfield, Ill. 1*	Houston
	Memphis
7—Denver 1*	26—Albany
8—Rochester 1*	Charleston
9—Louisville 1*	Omaha
10—Oakland 1*	27—Sioux City
11—Bridgeport 1*	
12—Fresno 1*	28—Seattle
13—Richmond 1*	29—Scranton
14—Duluth 1*	30—Erie
15—Kalamazoo	31—Portland, Me.
16—Rockford	32—Newark
17—Reading	33—Evansville
18—Worcester 1*	
19—Allentown	34—Little Rock
20—New Haven	Milwaukee
21—Norfolk	
22—Toledo	35—Grand Rapids
23—Springfield, O.	36—Portland, Ore.
24—St. Paul	
25—Akron	37—Johnstown
26—Des Moines	
27—San Antonio	38—South Bend

### TO INCREASE NETS—INCREASE EARNINGS

"It seems more like a dream to me than a reality, when we compare our business of ten years ago with today."—Elliot G. Dodge, Baltimore Manager.

## 200 Royals for Fisher Colleges

The Fisher Business Colleges are located in Roxbury (Boston), Somerville, Cambridge and Waltham, Mass. They are under the personal direc-

tion and supervision of M. C. and E. H. Fisher, two practical school men who have devoted years of careful thought and study to the development of these schools.



tion and supervision of M. C. and E. H. Fisher, two practical school men who have devoted years of careful thought and study to the development of these schools.

As a result of their united efforts, The Fisher Colleges are a very important factor in the field of commercial education, not only in New Eng-

land, but throughout the entire country. They purchased 50 Royals over seven years ago and have been steadily increasing their percentage ever

since. Today their equipment is largely Royal.

We are very much pleased, therefore, to reproduce the above picture showing a recent delivery of Royals to these schools which in our estimation is conclusive proof of the popularity of the Royal in The Fisher Colleges.



## FOREIGN DEALERS CO-OPERATION ESSENTIAL

The articles which appear in the Foreign Department pages of the Royal Standard are written solely for our friends abroad in order that they may see what their fellow dealers throughout the world are doing, and so that they may become familiar with the splendid Foreign Royal Organization of which they are members.

You can clearly see therefore, that in order to keep these articles filled with interest we must have the wholehearted co-operation of each one of you in sending in photographs and stories pertaining to your own territory, such as you yourself would be interested

in reading. In other words, it is necessary for each of you to send in pictures of your own office, those of your sub-dealers, window displays, exhibitions, deliveries of large orders, stories of special sales, etc., in order to maintain the enthusiasm of the other foreign dealers who read this publication so that they too will be stimulated to similar action.

Only by doing this can the foreign division of the Royal Standard grow in importance.

Many of our dealers are using the Royal Standard to assist them in stimulating the interest of their own organizations in behalf of the Royal Typewriter, and

tell us that it is decidedly helpful to them in this connection.

In view of these facts we now call upon you to give this matter your earnest consideration and to send us at once such information as asked for, and to make arrangements to send us additional articles at regular intervals in order that we may be able to maintain the prestige and interest of the Foreign Division page of the Royal Standard. We shall expect to hear from each dealer with regard to this subject.

JOS. L. RYAN,  
Sales Manager, Foreign Department.

## RECENT ACTIVITIES OF THE ROYAL IN THE BRITISH ISLES

The Visible Writing Machine Co., Ltd., London, Birmingham and Manchester, the general distributor of Royal Typewriters for Great Britain, were honored at the Business Efficiency Exhibition held in the Free Trade Hall in Manchester during September, by a visit from Earl and Countess Haig to their booth. Miss Millicent Woodward, champion speed typist of Europe, on that occasion gave a blindfold demonstration of her unique ability which created a great deal of favorable comment.

In photograph No. 1 we have the privilege of introducing to our readers Field Marshal Earl Haig and Countess Haig, who may be seen standing in front of the Royal Typewriter on which Miss Woodward performed.

Photograph No. 2 shows the Earl himself delivering an address to the members of the Office Appliance Association and the visitors to the Exhibition in behalf of the British Ex-Servicemen of the World War.

Photograph No. 3 was taken at the "Bristol First" Exhibition and indicates that the Royal Typewriter was



Photo No. 1



Photo No. 2



Photo No. 3

Photo No. 1—Field Marshal Earl Haig and Countess Haig, who may be seen standing in front of the Royal Typewriter on which Miss Woodward performed.

Photo No. 2—No. 1, Lady Mayoress of Manchester; No. 2, Mr. Levy (Roneo, Ltd.); No. 3, Field Marshal Earl Haig; No. 4, Major Kelly, V. C.; No. 5, Mr. Hartley (President, Office Appliance Assoc.); No. 6, Mr. A. McLellan (Organizer Exhibition, Manchester); No. 7, Lord Mayor of Manchester; No. 8, Mr. J. T. Whitehead (General Sales Manager, Royal Typewriters); No. 9, Lady Haig.



Photo No. 4

forcefully brought to the attention of the 48,000 people who attended during the eight days of the exhibition itself. Miss Millicent Woodward also demonstrated the merits of the Royal at this Exhibition, and in the photograph may be seen to the left Dr. Cook, the Lord Mayor of Bristol. The others in the picture, reading from left to right are: Mr. W. R. Powell, organizer; Mr. W. G. Hobbs, Bristol agent for Royal; Alderman Twigg, chairman of Port of Bristol; Lady Mayoress; Lord Mayor of Bristol, Dr. Cook; Mr. Barton, president of Rotary Club; Mrs. Barton, Miss Millicent Woodward, European speed champion; Captain Barlow.

Photograph No. 4 was taken at a recent banquet. Figure No. 1 is Walter D. Morgan, Managing Director; No. 2, F. H. Morse; No. 3, J. T. Whitehead. This banquet was attended by the London staff and Agency Organization, and shows impressively the quality of the men with whom we are associated in the development of Royal sales throughout the British Isles.

DEALER

ROY A

We are glad Roy A. Davis, introduction to published article last ten or twelve

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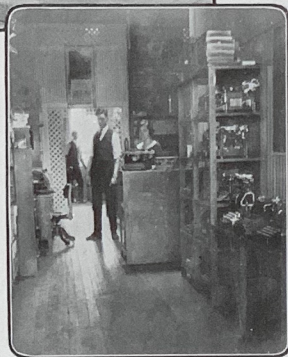
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## ROY A. DAVIS, COLORADO SPRINGS

We are glad to publish the photographs below of the headquarters of Roy A. Davis, Royal dealer of Colorado Springs. Mr. Davis needs no introduction to "Royal Standard" readers, as we have from time to time published articles about him in the "Standard" of his activities, during the last ten or twelve years as dealer for the Royal.



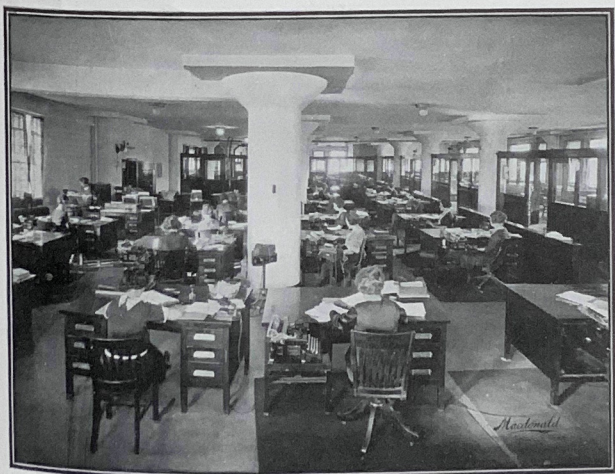
Mr. Davis besides being a very successful typewriter man, has also been very active in the legislature in Colorado, and has gained a wide acquaintance with the high officials of that state.

The photo at the top is a view of the interior of his store. The photo in the lower left hand corner, reading from left to right, shows Miss Margaret Smith, W. B. Burt, foreman of the repair department; Charles Morris, mechanic; Frank Huneke, mechanic, and Mr. Davis at the extreme right.

The photo in the lower right hand corner, reading from left to right, shows W. B. Burt at the left, Frank Huneke and Miss Smith.

## TWO LARGE ROYAL USERS IN NEBRASKA

The two photographs published below are additional links in the growing chain of Royal users due to the efforts of Mr. C. J. Mosher, Royal dealer for the western part of Nebraska, also the section in the southeast of that State. The first picture is the office of the Nebraska Buick Company which is standardized on Royals. We also wish to take this opportunity of complimenting this company on the efficient appearance of their office.



Photograph No. 2 is of the Lincoln Business College, Lincoln, Nebraska, one of the largest colleges of its kind in the State.

We are very pleased to know that this splendid college is using Royals. Mr. Mosher has just moved into more extensive headquarters and we hope to print a picture of his new place in an early issue. Judging from the rate of speed at which he is going, it will not be very long before there will be nothing else but Royals in Nebraska.

## DEALERS FEBRUARY ROLL OF HONOR



T. H. Payne

No. 1

T. H. PAYNE CO.  
Chattanooga, Tenn.

No. 2

SOUTHERN TYPE-  
WRITER & SUP-  
PLY COMPANY  
Shreveport, La.

Roy A. Davis

No. 3

ROY A. DAVIS  
Colorado Springs,  
Colo.

No. 4

GRAHAM & WELLS  
Corvallis, Ore.

S. K. Hartsock

No. 5

H. J. SMITH TYPE-  
WRITER  
EXCHANGE  
Parkersburg, W. Va.

H. J. Smith

No. 6

GLOVER BROS.  
Brunswick, Ga.

T. E. Glover

No. 7

H. D. HAPPY  
Mayfield, Ky.

Howard D. Happy

No. 8

OFFICE SPECIAL-  
TIES COMPANY  
Fargo, N. D.

J. E. Gaffaney

No. 9

ANDERSON  
TYPEWRITER  
COMPANY  
Pasadena, Cal.

C. E. Anderson

No. 10

TULSA TYPE-  
WRITING COM-  
PANY  
Tulsa, Okla.

J. C. Good

## BOULDER TYPEWRITER EXCHANGE, BOULDER, COLORADO

The Boulder Typewriter Exchange aims at the first and last word in service, as can be seen by their service car.



Reading from left to right, they are Mr. Applegreen, mechanic; Mr. J. W. Fogg; Mr. Gattis, salesman; Mr. A. F. Hart, Royal field representative, and Mr. Walker, mechanic.

## "CALL YOUR BANKER"

At Utica, New York, Mr. G. L. Lar-kin has a stunt which he learned from another salesman many years ago, and which he is putting to excellent use in his Royal territory, acquired as a dealer several months ago:

"While talking with an adding machine salesman some years ago, during a demonstration, I asked him if he referred prospects to other users of his machines; his reply was: 'I always tell them to 'Call their banker.'"

"I never forgot this reply, and it will be but a very short time before I will be able to tell all of my own prospects to 'Call their banker.' There are seven banks in Utica, and I have Royal typewriters in five of them with prospects of selling the other two in the very near future.

"In my outside territory I am pleased to state that ten of the twenty banks are now Royal users, with an excellent chance of lining up six of the others shortly.

"Thus you will see that I will soon be in a position to use this slogan as a reference with practically any prospect I call on.

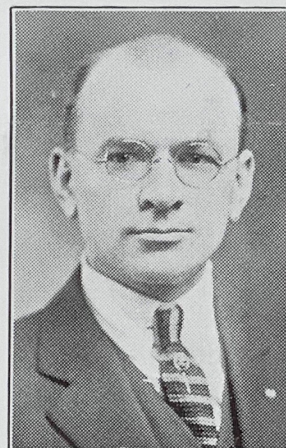
"Advise your dealers and salesmen to get busy with the banks in their territory, and when they demonstrate the Royal, tell their prospects: 'Call your banker.'"

This is a wise tip, and one we are pleased to pass along.

## W. AA. JOHNSTON

The above likeness is that of W. AA. Johnston, Royal dealer at Knoxville, Tenn.

That gentleman at birth was presented with three given names—William Andrew Alexander. Realizing



the advertising value of the double A, he coupled the Andrew Alexander to read AA, with the result that folks believe he stammers when pronouncing his name.

Mr. Johnston admits to 24 years in the typewriter business, of which ten have been spent as Royal dealer in the above territory. He frankly confesses that he is 30 years old with his hat on. When hat is removed, add ten years for truth's sake.

The Home Office last month had the pleasure of one of Mr. Johnston's rare visits to New York. He made an inspection of the factory at Hartford, which he had not seen since 1913. It was a genuine surprise for him to note the giant strides taken in the way of vast improvements and advanced equipment during the past ten years.

Being by nature a 24 karat optimist, Mr. Johnston reported that business conditions never looked better in the Middle West and that the present year, his territory will show an unprecedented increase in sales.

The trip to New York, where he was imbued with new spirit, should enable the distinguished gentleman to more than fulfill his expectations.

More power to you, AA!





## THE ROYAL M.A.D. CLUB NOW HAS 93 MEMBERS

We have listed the M. A. D. roll below under the offices to which the men belong. The names with the asterisk before them are repeaters for February.

### THE NEW M.A.D. MEMBERS

1—GILMORE  
Dayton2—GOLDBLATT  
Chicago3—SUTTON  
Chicago4—LINES  
Milwaukee5—YATES  
New York6—COOK  
Hartford7—MURDOCK  
Newark8—ESSEX  
Cleveland9—CRANDALL  
Providence10—HOSFORD  
Detroit11—CREGER  
New Orleans12—FLEMING  
Chicago13—GOSLIN  
Philadelphia14—WALKER  
Detroit

#### ATLANTA

\*W. H. Courtenay, Jr.

#### BALTIMORE

J. C. O'Keefe  
J. A. Durston  
E. G. Dodge

#### BOSTON

\*E. A. Raphael  
\*F. L. Gallup  
\*I. C. Barlow

#### BUFFALO

H. H. Nunemaker  
C. M. Pillow

#### CHICAGO

\*F. N. McGough  
\*E. J. Goldblatt  
H. Nuhn  
\*P. S. Jones  
\*W. B. Larsen  
\*J. M. Roberts  
\*J. C. LaBorence  
\*E. H. Johnson  
\*A. J. Redding  
\*R. C. Goldblatt  
H. P. Sutton  
F. E. Fleming

#### CINCINNATI

\*G. C. Kinnamon

#### CLEVELAND

E. F. Hancock  
W. C. Rodgers  
C. H. Essex

#### COLUMBUS

L. D. Teeters

#### DALLAS

W. C. Sweeton  
J. H. Kennedy  
P. H. Billman

#### DAYTON

O. P. Gilmore

#### DENVER

A. E. Darden

#### DETROIT

\*R. M. Wagner  
D. B. Fisher

\*R. B. Fuller  
W. L. F. Hosford  
C. D. Walker

#### FRESNO

R. M. Devin

#### GRAND RAPIDS

L. J. Vermeer  
W. A. Mulligan

#### HARRISBURG

A. H. Coffin

#### HARTFORD

\*H. F. Brainerd  
J. L. Cook

#### INDIANAPOLIS

W. F. Teer

#### KANSAS CITY

\*N. B. Boulware  
J. H. Noland

#### LOS ANGELES

\*J. M. Agnew  
\*E. E. Thornton  
T. M. Colwell

#### LOUISVILLE

\*J. T. Wellman

#### MILWAUKEE

A. F. Lines

#### MINNEAPOLIS

A. S. Hall  
E. J. Smith

#### NEW ORLEANS

W. J. Creger

#### NEWARK

J. F. Murdock

#### NEW YORK

\*C. W. Knox  
J. J. Freund  
\*D. J. Allingham  
H. W. Van Ness  
C. M. Guest  
\*R. C. Robinson  
\*T. M. Gleason

A. C. Wiles  
\*C. K. Freund  
H. W. DeMott  
\*G. M. White  
R. H. Martin  
\*W. B. Derango  
\*H. Ash  
J. Schwartz  
C. Schnirring  
R. D. Yates

#### OAKLAND

C. Salbach

#### PHILADELPHIA

\*J. W. Turner  
\*J. Hancock  
I. J. Gough  
D. Stewart  
H. K. Goslin

#### PITTSBURGH

M. V. Miller  
J. C. Kemmer

#### PROVIDENCE

E. D. Crandall

#### SAN FRANCISCO

E. M. Gabrielle  
C. H. Billington  
H. H. Tompkinson

#### SPRINGFIELD, Mass.

L. B. Behan

#### ST. LOUIS

G. G. Ralls  
\*L. G. Davidson  
D. M. Elliott  
E. J. Hass  
J. B. Cox

#### ST. PAUL

J. R. Ronicker

#### TOLEDO

P. W. Jones

#### WASHINGTON

H. L. Rudnick

#### WORCESTER

\*A. R. Smith

#### CANADA

Royal Typewriter Company, Ltd.

1—B. Dempsey Toronto 2—J. Ross Toronto 3—T. G. Lewis Ottawa  
4—H. P. Lewis Ottawa 5—W. A. MacLean Montreal

#### FOREIGN

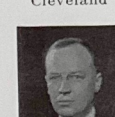
Visible Writing Machine Company, Ltd., London

1—Mr. Ebbutt 2—Mr. Jones 3—Mr. Tree

Note: Mr. O. P. Gilmore of the Dayton Office, did not get his report in on time to be listed among the January M. A. D. Although he did not repeat in February, we are listing him among the February men.

## STANDING OF THE BRANCHES END OF FEBRUARY, 1923

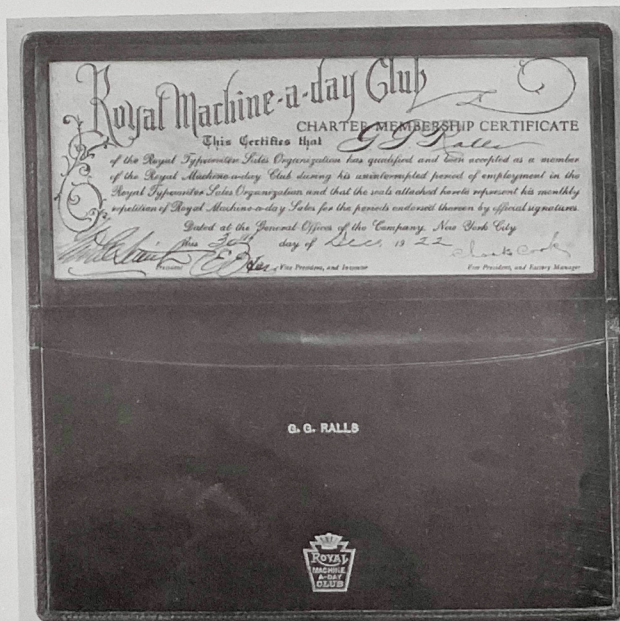
In the future we will list the standing of the various branches in the order below, publishing the pictures of the managers of the ten leading offices. As will be seen by the list below, the leadership is not confined to any certain territory, but it is pretty evenly distributed in all sections of the United States. This is a good sign that the wave of prosperity is pretty general.

1—WELLMAN  
Louisville2—LINES  
Milwaukee3—LARSEN  
Chicago4—BRAINERD  
Hartford5—SMITH  
Los Angeles6—HANCOCK  
Cleveland7—SMITH  
Worcester8—HERWITZ  
Providence9—FULLER  
Detroit10—LAVAT  
New York

### Sales Standing

1—Louisville 25—Buffalo 49—Evansville  
2—Milwaukee 26—Pittsburgh 50—Little Rock  
3—Chicago 27—New Orleans 51—Rochester  
4—Hartford 28—Boston 52—South Bend  
5—Los Angeles 29—Philadelphia 53—Norfolk  
6—Cleveland 30—Akron 54—Charleston  
7—Worcester 31—Fresno 55—Memphis  
8—Providence 32—Columbus 56—Rockford  
9—Detroit 33—Baltimore 57—San Antonio  
10—New York 34—Kansas City 58—Jacksonville  
11—Toledo 35—Newark 59—Omaha  
12—Atlanta 36—Cincinnati 60—Springfield, Ill.  
13—San Francisco 37—Houston 61—Peoria  
14—St. Louis 38—Portland, Me. 62—Seattle  
15—Oakland 39—Portland, Ore. 63—Duluth  
16—Bangor 40—Grand Rapids 64—Richmond  
17—Minneapolis 41—Johnstown 65—Youngstown  
18—Bridgeport 42—Springfield, Ohio 66—Albany  
19—Denver 43—Dayton 67—Allentown  
20—Dallas 44—Fort Wayne 68—Davenport  
21—Erie 45—Washington 69—Sioux City  
22—Indianapolis 46—Birmingham 70—Des Moines  
23—Springfield, Mass. 47—New Haven 71—Scranton  
24—St. Paul 48—Harrisburg

## THE REPEATER'S WALLET



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